

ADMINISTRATIVE - INTERNAL USE ONLY

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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

5 April 1977

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MEMORANDUM FOR: [REDACTED]
Finance Officer, DCI

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FROM : [REDACTED]
Executive Officer, DCI/NI

SUBJECT : A Zero-Base Approach to Reducing the Personnel
of the National Intelligence Staff

1. The National Intelligence Staff represents an effort to solve an inherently intractable organizational and management problem: to provide a mechanism that can cut across the internal organizational lines of all Community components so that all of the Community's resources can be efficiently focused on major substantive problems, but one that does not interfere with the internal line management of Community components or involve any reorganization of their line functions. The National Intelligence Staff exists to support the DCI and is part of his office. Each National Intelligence Officer serves within his or her geographic or functional area of responsibility as the DCI's principal staff officer, advisor, and substantive representative. Each NIO is charged with viewing the problems of his or her area and the entire range of US intelligence activities and resources related to it as the DCI would view them if he could devote full time to that area.

2. On the DCI's behalf, the NIOs are responsible for maintaining continuing contact with the policy-level consumers of national intelligence to be sure these consumers' intelligence support needs are known and met. These consumers include the



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members of the National Security Council, its staff and ancillary committees, plus senior officials in the departments whose heads are members of the NSC. The NIOs are also responsible for maintaining continual contact with program managers throughout the Intelligence Community, and are expected to maintain contact with knowledgeable specialists outside the Government. Their function, in sum, is to be familiar with all of the US Government's intelligence capabilities and resources relating to their areas, plus the resources available outside the Government. They ensure that the full range of our national capabilities is brought to bear on foreign intelligence questions of major importance to our national leadership. On a continuing basis, each NIO is expected to keep the DCI apprised of the adequacy and effectiveness of the US Intelligence Community's work in his or her area, and to offer suggestions for its modification or improvement. The NIOs are responsible to the DCI for the production of National Intelligence Estimates, Special National Intelligence Estimates, Interagency Intelligence Memoranda, Alert Memoranda, and various other national assessments of varying degrees of formality. The actual drafting of most of these national products is done by officers and analysts throughout the Community, under the NIOs' aegis and supervision.

3. Again working with and through the Community, the NIOs are responsible for the annual preparation of the DCI's list of Key Intelligence Questions and for developing strategies to address each of these Questions. The NIOs also assist the DCI in preparing his annually issued "Perspectives for Intelligence." Thus, the National Intelligence Staff is a major contributor to the Intelligence Community Planning System that the DCI uses to guide Intelligence Community collection and production program managers.

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5. There are two approaches by which the National Intelligence Staff might be reduced in numbers of personnel. One approach would be to abolish one or more of the NIO triads, the result being that the Intelligence Community would cease, for all practical purposes, publishing national intelligence on the chosen functional or geographic areas. Since decisions of previous DCIs established these particular positions, the DCI would have to decide which of the NIO triads could be eliminated. [REDACTED]

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[REDACTED] could usually be had by the elimination of each triad. [REDACTED] triads were eliminated, with a savings [REDACTED] the registry and publications branches could also be pared back with a savings of another [REDACTED]

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6. The second approach to paring back the NI Staff would be to eliminate selected, or all, Assistants to the NIOs and to consolidate the NIOs' secretaries into typing pools. Such a cutback would produce a savings of [REDACTED]. The effect of such a cutback would be to confine the NIOs to their roles as the DCI's principal substantive advisors, as his liaison with the high-level consumers of intelligence, and as his representatives on various Executive Branch bodies. They might, in addition, be able to supervise the production of one or two NIEs per year, depending on the ambitiousness of the estimates. The effect, then, would be to substantially curtail the production of national intelligence and to cripple the Intelligence Community's planning system, which would no longer have the benefit of the NIOs' substantive guidance and contributions. The adoption of this alternative would fly in the face of the DCI's instruction that national intelligence production is to be improved and would make it all but impossible for the DCI to fulfill his responsibility as the head of the Intelligence Community to produce national intelligence that represents his considered substantive intelligence judgments.

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National Intelligence Staff

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